

Our 2 year **Operational Plan**





Sherwood Forest Hospitals NHS Foundation Trust (SFH) has developed a plan which describes our priorities, expectations and intentions for the next two years ending March 2019.

This plan complements the wider Nottinghamshire Sustainability and Transformation Plan (STP) in which we play a key role as a local provider of hospital services.

Background

Our Trust has made significant progress over the past year, having successfully moved out of 'special measures' in November 2016 following the effective delivery of our major quality improvement programme.

These improvements were recognised by the CQC in their July 2016 inspection, where the Trust's overall rating improved from 'inadequate' to 'requires improvement', and where we are now rated as 'Good' for Safety and 'Good' for Caring. In contrast to three years ago, we are now among the best performing Trusts in the country for a number of key areas, including mortality rates, the management of sepsis, and achievement of the four-hour wait emergency standard.

Whilst recognising and celebrating these positive developments, we are aware that more needs to be done to realise our new vision of delivering outstanding healthcare. We have agreed a number of strategic priorities to deliver this aim, and remain committed to our 'CARE' values which are now well-embedded within the organisation.

Our vision	Dedicated people, delivering outstanding healthcare for our patients and communities			
Our strategic priorities	<ol style="list-style-type: none">1. To provide outstanding care to our patients2. To support each other to do a great job3. To inspire excellence4. To get the most from our resources5. To play a leading role in transforming local health and care services			
Our values	Communicating and working together	Aspiring and improving	Respectful and caring	Efficient and safe

Priority 1

To provide outstanding care to our patients



What this will mean over the next two years

We are dedicated to delivering consistently outstanding care across all our hospitals and services. Building on the progress made over the past year, we are expecting to meet the nationally mandated standards as set out in the NHS Constitution over the next two years. However, as for other NHS Trusts across the country, a number of areas will remain challenging, including the four hour emergency standard, as a result of increasing demand and continuing pressures within other areas of health and social care. Nevertheless, our performance remains consistently high when benchmarked against other Trusts and our focus remains on improving the flow of patients through our hospitals, as well as on enhancing arrangements with partners for the timely discharge of patients when they are ready to leave hospital.

To build on our successes to date and support our journey towards becoming outstanding, the Trust has developed a new 'Quality Improvement and Assurance Programme'. This follows on from last year's quality improvement plan, and targets areas that will have the greatest positive impact on the quality of care provided. Areas of focus include improving the management of patients with mental health needs and learning disabilities, ensuring the appropriate and safe management of medicines and improving the support provided to patients nearing the end of their life. A further aim is to improve access to the full range of our diagnostic and treatment services on every day of the week. Specifically, we aim to improve the availability of therapy, pharmacy and radiology services as far as possible.

Another exciting new development is the upcoming introduction of 'Nervecentre', which will directly support us in delivering outstanding care to our patients. This innovative programme will see our clinicians equipped with hand-held devices to provide them with up-to-date patient statistics so they can rapidly recognise and appropriately treat patients whose conditions are seriously deteriorating.

We will also focus on our maternity services, ensuring that we deliver women-centred care that is safe, personalised, kind, professional and family friendly.

In summary, we plan to:

- Meet all of the nationally mandated standards set out within the NHS Constitution
- Focus on delivering programmes of improvement that will have the greatest impact on the quality of care
- Improve access to services in the evenings and at weekends

Priority 2

To support each other to do a great job



What this will mean over the next two years

SFH is committed to attracting, engaging, developing and nurturing staff and volunteers, and to enabling our teams to support each other in the provision of outstanding care. Over the next two years, we will deliver innovative, targeted recruitment programmes and maximise the potential of the workforce we already have. We will support people to do the best job they

can, making sure our leaders have a collaborative style that reflects our core values and which engages and supports others. We will ensure that staff and others are well-informed and that their views and ideas are listened to and acted upon, as we continue to develop a culture of continuous improvement and learning.

We will reduce our reliance on temporary staffing through both recruiting to our leadership, nursing and medical vacancies with permanent members of staff, and making joint appointments with partner organisations. As part of our plans to address our staffing needs creatively, we will significantly increase the number of apprenticeships supported by the Trust and appoint Nursing Associates. We will also create alternative posts, such as Nurse Consultants and Advanced Nurse Practitioners, and expand our offer of attractive training opportunities and rotations. This includes, for example, the Certificate of Eligibility for Specialist Registration (CESR) scheme, which supports doctors to become consultants.

A specific example of how members of staff will continue to support each other is through the introduction of 'Schwartz Rounds', which provide structured forums for all staff (clinical and non-clinical) to regularly discuss the emotional and social aspects of working in healthcare. Evidence shows that this initiative reduces stress and isolation, whilst improving staff relationships.

In summary, we plan to:

- Recruit to medical, nursing and leadership vacancies
- Maximise the potential of all staff and volunteers to do the best job they can
- Proactively develop innovative roles, training rotations and new ways of working
- Implement initiatives, such as Schwartz Rounds, to ensure that staff are well supported

Priority 3

To inspire excellence



What this will mean over the next two years

We will continually seek out and promote innovation, make the best possible use of technology, and engage in clinical research for the benefit of patients and staff. We will adopt evidence-based best practice in all aspects of care, ensuring that we focus our resources on meeting the needs of patients in the best way possible.

We will refresh our Research and Innovation Strategy. We will also implement a new Communications Strategy which supports the sharing of good practice and noteworthy achievements, celebrates success, inspires confidence in our services, and continues to strengthen the Trust's reputation.

As part of our plans for inspiring excellence, we will continue to offer a suite of leadership development programmes, with a particular focus on performance management and employee engagement. Opportunities for coaching will also be introduced.

In summary, we plan to:

- Promote and celebrate innovation, best practice and staff achievements
- Create opportunities for staff to be inspired and developed through training and coaching

Priority 4

To get the most from our resources



What this will mean over the next two years

The Trust continues to have a financial deficit, which includes the cost of our PFI contract as well as other elements. This means that achieving a break-even or surplus position in the coming two years is unrealistic. We have been asked by regulators to reduce our deficit to £35.8m in 2017/18 and to £26.2m in 2018/19. We plan to meet these targets, meaning that we must achieve significant cost reductions of £16.3m, and £17.3m respectively. Whilst these savings targets will be achieved predominantly through internal initiatives, we anticipate that just over a third will be generated as a result of local health and care organisations working collaboratively on STP programmes.

We will achieve our internal savings by focusing on specific areas where the greatest efficiencies can be made, including in theatres, outpatient clinics and the length of time patients spend in hospital. In addition, we will benchmark with information available nationally to identify further areas where improvements can be made.

Our continued focus on recruiting permanently to medical, nursing and leadership roles will drive down costs further as we reduce our reliance on more expensive agency staff. We will also use our buildings more effectively and enhance the way we use technology to improve cost effectiveness and patient experience.

We will engage staff in the process of identifying and delivering cost saving initiatives, whilst developing a culture that is committed to improving quality and reducing waste, unhelpful variation and inefficiency.

In summary, we plan to:

- Meet the financial targets we have been given for 2017/18 and 2018/19
- Generate significant efficiency savings year on year
- Improve the way we use technology and our estate

Priority 5

To play a leading role in transforming local health and care services



What this will mean over the next two years

As the main provider of acute services in the area, we have a significant role to play in supporting a reduction in Emergency Department attendances and acute medical admissions. We will continue to work with partners to ensure that more patients are discharged from hospital as soon as it is safe and appropriate for them to do so. We will also work with other health and care organisations through the STP and the mid-Nottinghamshire Better Together programme to strengthen preventative services, self-care, primary care, and community-based health and social care services. Existing Better Together initiatives have already contributed to a safe reduction in the length of time patients spend in our hospitals, meaning that more people can regain their independence more quickly. We will build on these and other schemes over the next two years to ensure that our hospitals and our partners are operating as efficiently and effectively as possible across local health and care services.

We are committed both to adopting evidence-based best practice in all aspects of planned care, and to supporting our partners to do the same. This will help to reduce inconsistencies that are detrimental to the quality and cost of patient care. As such, we will work with primary, community and social care to improve referral and discharge practices, so that patients receive high quality and timely care, wherever they are being treated.

We will continue to develop our strategic partnership with Nottingham University Hospitals, as well as explore partnerships with other acute providers. Our aim here is to ensure that safe and sustainable services are appropriately distributed across the acute hospitals in Nottinghamshire. Linked to this aim, we also remain committed to implementing our strategy for Newark hospital, ensuring that the broadest possible range of services is provided for local people, as well as delivering an overall increase in the volume of activity.

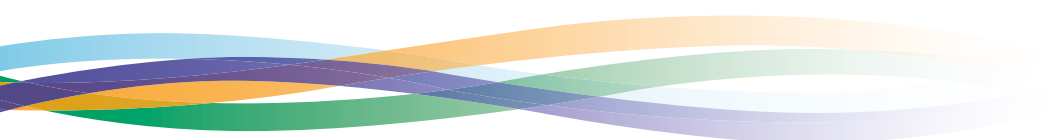
In summary, we plan to:

- Work with our partners to strengthen primary, community, preventative and self-care services
- Adopt best practice and encourage others to do so
- Continue to develop strong partnerships with acute providers, in particular Nottingham University Hospitals
- Deliver our strategy to increase the range and volume of services at Newark Hospital



Sherwood Forest Hospitals
NHS Foundation Trust

www.sfh-tr.nhs.uk



Dedicated to Outstanding care